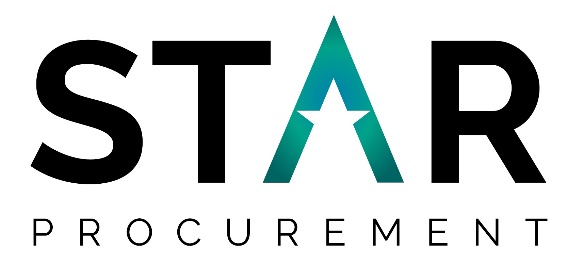
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**Category Strategy:**

**Place**

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**Dated: January 2021**

**Approved: STAR WLT**

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**Introduction**

This document sets out the Place Categories Strategy for 2021-2024 for STAR Procurement’s partners (Stockport, Trafford, Rochdale and Tameside Council’s).

Its purpose is to provide an understanding of the context of the Council’s strategic direction for the procurement of Supplies, Services and Works across the Place Category including Environment, Highways, Fleet and Construction.

Our focus for 2021-24 is to deliver first class procurement and demonstrable cashable savings as well as investing locally to deliver Social Value for our partners and clients.

The strategy takes into account the following:

* The National Procurement Strategy
* The STAR Procurement Strategy;
* The STAR Procurement Business Plan for 2021-2024
* The Corporate Priorities of the founding partner Councils;
* The GMCA Social Value Framework;
* The STAR Board Targets (5 STAR);
* Manchester Devolution (Stronger Together);
* Stockport Together
* Green Paper: Transforming Public Procurement
* Green Summit 2020 - Greater Manchester Goes Greener

This high level strategy will be reviewed six monthly during the two year period to ensure that it continues to reflect additional category specific strategies.

**Background to the Place Category**

The Place Category provides procurement support and services to Stockport, Trafford, Rochdale and Tameside Council’s, as well as wider partners, and covers a wide range of areas. A small selection is demonstrated below:

|  |  |
| --- | --- |
| **Construction and Facilities:**  Public Realm; Surveys; Topographical; Geographical | **New Builds:**  Schools; Community Buildings; Restoration projects |
| **Facilities Management:**  Cemeteries and Cemetery equipment; Furniture; PPE | **Facilities Management:**  Repairs and maintenance to existing buildings and external areas, that all support the wider regeneration and operation of the Council |
| **Management Services:**  Social Housing; Markets and Income Generation; CCTV; Security/Manned Guarding | **Highways & Civil Engineering:**  Roads & Transport; Specialist Construction; Vehicle Management |
| **Environmental:**  Landscaping; Playground; Horticultural; Graffiti Removal; Commercial / Recyclable Waste | **Utilities:**  Energy; Water |

**Spend Profile**

In 2019/20 there was £505,064,529 of controllable spend. That means spend that STAR and its Partners are able to influence in some way, through procurement activity or contract management.

62.3% of this spend was within Greater Manchester.

**Where we are now**

The below provides up-to-date (Dec ’20) information regarding committed Social Value for awarded contracts (this only includes contracts managed through the Social Value Portal):

£10,008,908 delivered social & local economic value
£69,593,523 committed social & local economic value
14.38% of commitments delivered
265 live projects on the SV Portal
£195,020,615 of contract value on SV Portal
5.13% social & local economic value add

The Place category team will provide a category specific update at the next review of this document.

Social Value maturity is now being tested on the councils, and following this development plans will be put in to place. A more tailored approach will be taken that depends on the councils individual corporate priorities.

**COVID Update:**

In response to COVID, STAR implemented with legal approval an extended tender validation period from 30 days to 180 days. Due to the uncertainty in the market this was also a buffer in case STAR needed to invite suppliers to re-price their submissions, potentially due to unavailable raw materials or local sourcing.

STAR has worked with Social Value portal to implement the option for use of COVID TOMs in our tenders. This gives suppliers viable alternatives available for delivery during COVID times. Suppliers can deliver COVID TOMS in replacement of their commitments that are now undeliverable, or new commitments as part of a tender. STAR is fully committed to supporting the councils and communities through the COVID recover process, in the future

Innovation of their SV offer is encouraged and supported during this difficult time where the suppliers can offer support to the councils and the wider Community.

**Current position of work streams across the Place Category:**

| **Budgets** | **Current Position** | **Actions-**  **Improve communication** | **Outcomes** |
| --- | --- | --- | --- |
| Capital Projects | **Reactive/Planned**  (dependent on service area) | Monthly Programme Management Meetings | Establish pipeline of work & Build relationships |
| Revenue and Capital Contract Renewals/Modifications and Extensions | **Planned**  (*Stakeholder Led*) | Work Group planning; arms-length through to collaborative and cooperative relationships | Procurement Influence/ Collaboration opportunities |
| External Funding  (e.g. Heritage Lottery or Grant, Decarbonisation and ERDF, UCGM, EDF) | **Reactive –** more funding coming from central government | Early Stakeholder Engagement crucial | Procurement to Influence by Early Market engagement and supporting wider project leads. |

**Where we want to be:**

| **Council** | **Actions** |
| --- | --- |
| Rochdale | * Highways Maintenance contract due for renewal in 2021; formulating action plan to look at potential options on how the service can delivered more efficiently moving forward. * The current spend data highlights a low number of Local/GM Spend. Spend data to be interrogated to look at potential opportunities. * Monthly meetings with Property team to review processes, work planning roles and responsibilities. * More focussed market engagement is required for the annual capital programme to ensure a broader range of contracts are used ; specifically local providers where possible) * More cyclical training will be rolled out across the professional team |
| Stockport | * The current spend data highlights a low number of Local/GM Spend. Spend data to be interrogated to look at potential opportunities. * Highways Framework now active with call-offs entered into for a 4+4+2 year term. Continue to monitor to ensure value for money/social vale outcomes. * Working with the Place team to program works to ensure projects effectively resourced from both sides * Development of relationships with Stockport Homes to data cleanse the spend data to allow for the effective management of our contracts and development of opportunities. * More cyclical training will be rolled out across the professional team |
| Tameside | * Action Plan formulated for Highways & Environment; looking to tackle off contract spend and the large number of contracts due for renewal. * Fortnightly meeting for Highways Environment with service leads on-going. * Development of a working group to put in place a corporate contract for the provision of security services. * Working with Finance to identify further opportunities for collaborative workgroups. * More training is to be rolled out across multiple areas of the Place category |
| Trafford | * Monthly meetings with the HTEC20 Steering Group; looking at opportunities in relation to Environment related contracts * Month meetings take place with the Streford Master planning Group and there needs to be assurance that corporate procurement requirements such social value are included as the majority of work is led via a joint venture * Ongoing Relationship development with Schools Finance team and Amey in regard to school Capital Schemes * Maintain Internal communication with key stakeholders for capital schemes such as Leisure Developments to be undertaken with in the borough * Further Develop relationships with regard to collaborative opportunities following on from Utilities discussions |

**Statement on Collaboration:**

* Interrogation of supplier spend data to identify opportunities for collaboration.
* Professional through to Place procurements - working more closely across the service to ensure continuity in delivery.
* Setting up of collaborative working groups where there is a common requirement.
* Identified- to allow for knowledge sharing and determination of opportunities i.e. Utilities
* Supporting GMCA and Wider partners to developed solutions for large collaborative projects
* More cyclical training will be rolled out across the professional team

**Market Position Statement:**

| **Issue** | **Considerations** |
| --- | --- |
| Current State of the Supply | * Potentially volatile due to the coronavirus pandemic - need to closely monitor the market over the next few years. * Reactive work streams due to COVID and backlog due to schools and furloughed organisations * some market volatility around cost and availability of products from EU following Brexit |
| View and Future Predictions | * Potential increases in supply and labour costs, which will impact the authority given current budgetary pressures * Revised provisions or reduced specifications due to budget pressures * Brexit will have an impact in some areas, new legislation will allow for more flexible ways of working |
| Gaps in the Market | * Opportunities for consortia bidding. * Closer relationships with Tier 2 & 3 (Local & SME) contractors. * Development of closer relationships with voluntary sector. * Development of intelligence around new opportunities available from new UK start-ups |
| Innovation and Development | * Arm’s-length through to collaborative approach with contactors * External training for contractors around Social Value * Development of Framework/DPS for routine/frequent procurement activity * Consultancy engagement to define roles and responsibilities - mitigation of risks in an end to end process |

**Business Objectives & Methodologies**

Objective 1: Commercial

Objective 2: Communities

Objective 3: Confidence

Objective 4: Collaboration

Objective 5: Courageous

| **Objective** | **Summary of how we are going to get there** | **Short Term  (1 yr)** | **Medium Term**  **(1-2 yrs)** | **Long Term**  **(+2 yrs)** |
| --- | --- | --- | --- | --- |
| 1 | Implementation of Saving Strategy;   1. Targeting revenue budgets 2. Exploration of new opportunities when we move to use the Intend System 3. Utilising negotiation techniques (BAFO)/Negotiation training for all STAR members 4. Managing stakeholder expectations 5. Determining leverages and efficiencies 6. Relevant Market Intelligence applied to tender process and work plan opportunities. 7. Use and follow the new savings strategy 8. Increase controllable Local and GM spend 9. Delivery of STAR procurements business plan 10. Delivery of additional income streams |  |  |  |
| 1 | Reducing Unverified Spend   1. Monthly review of spend data via Tableau to identify off-contract and unverified spend   Fortnightly meetings with key sub-category stakeholders to review spend and on-going procurement activity |  | On-Going Reviews | On-going Reviews |
| 1 | Market positioning and market research to be completed for subcategories and reviewed periodically |  | Quarterly Reviews | Quarterly Reviews |
| 2 | Standardised Social Value Approach;   1. Training plan for stakeholders and clear process maps 2. Collate Social Value Information and report as part of STAR SV Champion data. 3. Ongoing management of committed Social Value to realise actual benefits 4. Increasing Social Value weightings in procurements (20%) to improve STAR Procurement’s Social Value 5. Follow guidance from social value maturity review 6. Support the councils on Community Wealth Building 7. Ensure we support the council through the COVID recovery process 8. Growth of VCSE sector and establishing how procurement can support 9. Risk based sourcing approach to keep spend within Greater Manchester and the boroughs |  |   (On-going reporting) |   (On-going reporting) |
| 2 | Build On Local Spend;   1. Working closely with third parties like the STEM Group to help with school and college engagement 2. More targeted local spend through the National TOMs and using council priorities   Identification and engagement with new start ups |  |  |  |
| 2 | More work on sustainable materials in procurements;   1. Work in line with the Manchester Zero Carbon to hit the target for 2038 2. Looking to highlight and reduce single use plastics, and renewable energy procurements and electric charge points.   Helping to deliver Government initiative’s for Decarbonisation programme |  |  |  |
| 2 | Continue with market engagement strategy;  Early supplier involvement through market engagement events, bidders days, market testing, request for information and expressions of interest |  |  |  |
| 3 | Introduction of Intend to manage contracts   1. Compile all contract data across STAR partners into a more manageable system. 2. Quarterly sub-category reports to be issued to lead stakeholders |  |  |  |
| 3 | Better forecasting of future requirements   1. Using Intend as our contract management system to support with work planning 2. Engagement with stakeholder to provide programmes of work to assist with resource planning 3. Market intelligence to provide a wider scope of opportunities |  |  |  |
| 3 | Annual training and refresher training to all stakeholders within our partner organisations |  |  |  |
| 3 | 1. Ongoing training for internal Procurement team (CIPS)   Continue to support ongoing internal development and mentoring to ensure there is good succession planning and internal opportunities |  |  |  |
| 3 | Ethics Training |  | Repeated Annually | Repeated Annually |
| 4 | More proactive with collaborative opportunities;   1. Continuing to work and develop the work plan with key stakeholders across the four authorities to identify any collaboration opportunities 2. Sharing the work plan when conducting stakeholder engagement |  |  |  |
| 4 | Internal Working Groups (Squads)   1. Monthly sub-category working group with STAR partners to identify areas for collaboration and potential saving opportunities.   Review of ongoing needs of requirement to allow for whole life costing processes and specification changes. |  |  |  |
| 4 | 1. Reduce duplication of processes and resource’s 2. Knowledge sharing and development 3. Identify/Develop new opportunities (Frameworks) 4. Finance and Legal meetings to prevent delays 5. GMCA and other strategic partnership developments i.e. Decarbonisation CO2 Strategies 6. Responsible Procurement and Growth Strategy |  |  |  |
| 5 | Looking at more innovative solutions to drive cost savings;   1. Contract/Specification Reviews 2. Thinking ‘outside the box’ with all procurement activity 3. Challenging stakeholders to ensure that the best solution is put forward 4. Opportunities to feed into GM collaborations and gain relevant experience of changing markets and potential new opportunities. |  |  |  |
| 5 | Continue to work with TPOs in line with our grow your own policy;   1. Further training opportunities 2. Continue with skill gap analysis to identify areas for improvement |  |  |  |
| 5 | Internal & External Training Opportunities;   1. Continue with Back to Basics Training 2. Sub-Category specific training for stakeholders and external Contractors.   SV training for internal clients and suppliers |  |  |  |
| 5 | Marketing/Communications – New STAR website and more social media coverage   1. Website launched 2020 2. More proactive with social media activity to not only identify opportunities, but achievements. 3. Build the STAR Brand 4. Place specific updates via social media/website |   (Website Launch) |  |  |

**Future Challenges & Opportunities**

| **Issue** | **Challenges** | **Opportunities** |
| --- | --- | --- |
| **Responding to the Pandemic/COVID Recovery Plan** | * GM have a Build back better Social Value framework launched in June to replace Manchester’s previous SV Framework from 2014. COVID had a massive impact and we need to work towards this and look how our TOMs can support the 6 themes this is built around, Key ones are creating skills gap support and employment opportunities to build back employment opportunities for GM residents. Other elements link into clean air and being a greener organisation which * Uncertainty around severity and duration of Covid impacts * Budget reductions * Increased demand for some services * Revised procurement planning | * Adapt our SV objectives to support GM targets and enable opportunities and build confidence * Covid Recovery Plan * Relook at specifications and delivery models * Service redesign and efficiencies |
| **Green Agenda** | * STAR working in alignment with Manchester aiming to be a zero-carbon city by 2038 or before – at least 12 years earlier than the national 2050 target * Reducing single use materials in procurements * Reduction of CO2 Emission’s * Sustainable Purchasing for De Carbonisation Commitment | * Chance to be an innovator in the area * Build relations with supply chain and suppliers to ensure sustainable alternatives * SV and collaborative working with GM * Collaborative working with Councils and GMCA |
| **Budget – Uncertainty & Reductions** | * Change in priorities for the Councils following Covid Pandemic * New Legislation introduced following Brexit * Job insecurity or loss of morale by stakeholders * Impact on the market * Protecting SME’s and local providers under mounting pressure for collaboration | * Work closely with Stakeholders to understand impact on services /works programmes * Innovative procurement opportunities allowing more flexibility * STAR Saving Strategy * Increased Collaboration between Local Authorities * Use of Tableau system to analyse spend across all STAR authorities * In-Tend system, including integrated work planning function |
| **Professional – Place Procurement** | * On-boarded consultants working with public sector regulations and STAR procedures * Capital programmes | * STAR working towards standard protocol when taking on consultants for D&B schemes * Continuing relationships with Key stakeholders to obtain pipeline of works and capital programmes for all STAR authorities |
| **Governance** | * Modern Slavery * Ethics Trainings (CIPS Certified) * Increased support from STAR and each Council’s legal teams * Green Paper | * Green Paper * Opportunity to review current requirements and methodology post Covid-19 |

**Summary**

Place category has continued to heavily contribute to STARs savings targets, this will continue through utilising the new Intend system and data cleansing on Tableau. This new strategy will continue to build on these tried and tested measures, responsible procurement and delivery of the savings strategy. The Place category will be focusing on stakeholder management and increased training and communication plans with key stakeholders to target identified areas of off contract spend and greater local opportunities for our suppliers under RBS. Our Category has highlighted some areas to target such as increasing local and GM spend which we will now work towards.

Place and STAR will continue with COVID recovery, and the ‘new business as usual’ with more remote working and online meetings. There are new challenges identified in this strategy, such as increased budget cuts and cancellation of existing requirements. The new procurement world is also moving into a greener one, with STAR embedding the green agenda into its procurements and pushing towards reducing single use plastics in specifications.

Post Brexit procurement is now also taking place with FTS replacing OJEU adverts. STAR will increase market intelligence and any effects that Brexit may have for our partners